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I. Introduction

As the fourth year of the Office of Training draws to a close, it seems fitting, on this occasion, for us to review together in broad perspective where we stand today and where we are going from here. We ought to consider our achievements ~~and our weaknesses~~ ^{and}, our relationships with other components of the Agency and with the intelligence community as a whole. In short, this will be a kind of "State of the Union" message about the Office of Training.

II. The Big Picture

In the history of the Office of Training, the year 1954 might be described as the "Year of Inspections." First, we were thoroughly examined by the Inspector General, next by the Management Staff, then by the Doolittle Group, and finally by the Clark Committee, and this last group is not through with us yet. We will consider the results of these inspections a little later.

In another sense, the year 1954 represents, in my view, as Director of Training, a period of steady growth in our capacity to prepare personnel of the Agency to carry out the U.S. intelligence mission.

Finally in 1954, more than any previous years, there has been growing recognition throughout the Agency of the importance of our work and the quality of our performance, to which each of you have contributed. We have evidence to prove this and a little later on I will read you statements made by others about where we stand on this point.

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I think it of particular importance that you should know ^{that} the very special interest in the function of training and its place in the Agency which General Smith had, and which caused him to put us in business back in 1950, is not only ~~shared~~ shared by Mr. Dulles and General Cabell, but is being actively pursued, to the point where more and more of ^{their} ~~this~~ attention is given to training problems of the Agency. It was action by General Cabell, for example, which resulted in placing a minimum of 5% of the DD/P personnel in training at all times. This interest and concern is spreading among all Chiefs of major components of the Agency. The Inspector General, as a result of his thorough investigation, reported that..."the quality of CIA training is of the highest order"...and further that he was impressed by..."the intensity of OTR's desire to keep improving the quality of its instruction and instructors; and the over-all high morale of the personnel of the Office." In summary then, the year 1954 for the Office of Training represents a transfer from adolescence to the first stages of maturity. We are more accepted within the Agency family - not ^{an} ~~a~~ youth needing guidance, but as a man able to do a job. This places upon us a heavier responsibility for performance in the direction of improvement and greater service.

III. Review of our Accomplishments.

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~~SECRET~~~~CONFIDENTIAL~~SIGNIFICANT ACCOMPLISHMENTS

In addition to the growth of the stature of OTR within the Agency, improvements have been made to the internal structure of our organization. OTR is no longer a divided house. The organizational structure of OTR, made up of three staffs and four schools, is more logical, more manageable, and more efficient for our purposes.

Along with this organizational change, I have changed the representation on the Career Service Board so that each of the Staff and School Chiefs is now represented as an advisor to me in considering your individual career development and ~~with respect to~~ other board actions taken on your behalf.

. Turning now to specific accomplishments by the Office of Training in the past year, I believe the following to be significant:

1. In general there is a wider use of psychological services throughout the Agency not only in terms of the testing, assessment and evaluation of Agency personnel but also in directly supporting the activities of the DD/I, DD/P, and particularly the Office of Personnel.

2. Steady progress has also been made in improving our testing, assessment and evaluation programs. We have recently ^{en}able to establish a remarkably high correlation between our E.O.D. test results and actual performance by students in the Basic Orientation course. This work is continuing and we plan to develop similar correlations between testing and evaluation for all of our courses ~~under~~ ^{during} the next two-year period.

3. The development of the Basic School as an organizational concept is a significant achievement in my view. The 12th session

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of the Basic Orientation Course reached its peak attendance with 125 Agency personnel enrolled. This was the largest class registered for study in this course during the past three years.

4. Our Intelligence Products Exhibit has improved significantly in size and quality and this in turn increased its drawing power. Approximately 300 visitors appear for each showing and more recently officials of the Agency, including the DDCI, Assistant Directors, and distinguished investigators, such as the Clark Committee, have viewed it and expressed appreciation for its excellence.

5. While steady ^{improvements} ~~improvements~~ have been made to the established clerical, management and supervisory courses, we have been able to offer new courses to meet unusual requirements; for example, the professional typing course was an outstanding success when considered in the light of the hours at which it was offered and the level of the student body. GS-9¹ through GS-11⁵'s appeared at seven o'clock in the morning for six consecutive weeks to bang away at their typewriters under the supervision and direction of an equally dedicated instructional staff.

6. Another new course which we have offered is an introduction to tradecraft terminology to meet a specific requirement of one of the area divisions. It is now available to all.

7. OTR personnel have been called upon and have performed well in an impressive number of briefings, special programs, lectures, and seminars at the various service war colleges, ^{the} Foreign Service Institute and other governmental and private groups outside the Agency. Numbers of highly qualified OTR instructor personnel have been sent abroad and ^{trained} ~~served~~ with distinction on behalf of the Agency

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and the Office of Training.

8. The transfer of Phase III to [REDACTED] and its expansion^{25X1A6a} from three to five weeks was a significant accomplishment.

9. The offering of capsule courses designed to familiarize division chiefs and training officers with the assets of the Office of Training to support DD/P was a further element in the growing recognition within the Agency of the remarkable facilities the Office of Training has developed to support Agency operations. On his recent trip to [REDACTED] Mr. Dulles was so impressed that^{25X1A6a} he took special pains to bring to the attention of his deputies and assistant directors his wish that all senior personnel of the Agency who have not as yet done so will visit [REDACTED] at the^{25X1A6a} earliest convenience.

10. Specialized and advanced courses which have been developed and successfully presented during the past year include the War Plans Staff Course, to prepare Agency personnel for present duty assignments in headquarters and overseas in joint planning with the military establishment for the eventuality of a hot war. The Maritime Operations course, a Clandestine Services Review course for overseas returnees, the Anti-Communist Operations course, and the Technical Devices Orientation -- each of these new developments represent good planning, hard work and a highly degree of professional performance on your part as evidenced by the frequency^C of commendations OTR personnel have received for their performance on behalf of other components of the Agency. The completion of the film, "Operation Overglow," is a professional achievement of first magnitude. Air force personnel, old hands in the business of some

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kinds of air operations, have expressed a sense of appreciation for the peculiar problems involved in clandestine air operations not only as a result of viewing the film but also from participation in our Air Operations course.

11. To a greater and greater extent the Office of Training is becoming involved in making specialized presentations to military and foreign service personnel. Last June, OTR arranged for a specialized presentation of the Agency overseas activities to a group of twelve senior foreign service personnel who had recently graduated from the National War College. This program was so successful that we have now been asked to do an abbreviated version of it for the Foreign Service Inspection Corps in January of next year. We have just completed a two-weeks orientation program for the Joint Staff to give military personnel an appreciation of planning for the use of resistance forces in support of military operations. We plan to offer this course twice a year until the requirement for it has been satisfied.

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12. The Agency needs for reading improvement have caused us to develop an Advanced Reading Improvement Course and also a French Reading Improvement Course. The extensive use of these programs resulted in a further development of a Reading Analysis Program. The success of these courses has led to an extension program ~~in progress~~ which now consists of one course for OO in its [REDACTED] and one overseas course 25X1A for personnel stationed in the Far East.

13. The development this year of an Intelligence Briefing Course and an Intelligence Writing Course has rounded out OTR's capabilities to deal with the entire field of intelligence presentation, both oral and written.

14. An initial start has been made in developing a series of studies in intelligence which will permit Agency personnel from all components to deal with the theoretical and doctrinal aspects of intelligence. The initial effort will be devoted to constructing a critical bibliography of the existing literature on these aspects of intelligence. Concurrently, OTR is considering several ~~proposals~~ ^{responses} for the writing of monographs already received from various Agency personnel. Furtherance of this program will provide the Agency with unusual benefits resulting out of individual research and personnel experiences which will increase our knowledge of techniques and methods of intelligence production and activities. In this respect, considerable progress has been made in the debriefing of personnel recently returned from overseas as well as those in headquarters in order that the latest operational doctrine is made known to the Office of Training and brought to bear upon its courses of instruction. During this past year, considerable progress has been made by OTR in gaining access to specific cases which, when processed, can be used in instructional

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situations. It is interesting to note that the debriefing and the case acquisition program is being given the wholehearted support of the various contributing DD/P components. Our own capabilities within the Office of Training to produce doctrinal manuals in various intelligence and operational fields is substantial particularly in view of the ~~principles~~ *presence* in OTR of highly qualified personnel of recent operational experience.

15. To express progress in terms of statistics or amounts of money does not always necessarily prove the validity of the point to be made. There is one ~~xxx~~ instance, however, in which I have confidence that an activity by the Office of Training has resulted in a net economy to the Agency of almost \$100,000. ~~xxxxxx~~ By increasing the capability of the Staff of the Office of Training to include competence in Slavic and other languages, the Office of Training has been able to eliminate a number of outside contracts and offer basic and intensive language training within the Agency at far less cost. This, in my view, is a substantial achievement.

During this past year, there has become an increasing awareness of the importance of area and language training. We have been constantly making point throughout the Agency that the Office of Training must not only teach Agency personnel intelligence principles, methods and techniques, but should concurrently be teaching something about the environment in which these intelligence activities are conducted. In the official public statements within the Agency by the DCI, General Cabell, Mr. Wisner, and many others, we find that this idea is one which they hold and ~~share~~ *Share* with us. We have recently proposed certain area programs as minimum required training

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standards for personnel either going overseas or working on a country desk within the Agency. We have expectations that these minimum standards will be approved and this, then, will represent another milestone in our progress. As evidence of this growing recognition of the importance of language and area training, OTR has had to place a "Standing Room Only" sign on the Area Seminar it conducts with the assistance of many other personnel within the Agency on the Soviet Union in the Russian language.

The development by the Office of Training of the Professional Qualifications ~~Selection~~ Panel is another step forward in appraising the aptitudes of ~~candidates~~ candidates for long range external training programs which are costly to the Agency and which should be made available only to those who meet the highest qualifications. The services of this Panel have been offered to all components of the Agency as an aid to them in making careful selections of only those who ^{are} ~~will~~ most likely to return real benefit to the Agency as a result of such training.

16. The professional quality and technical excellence of our audio-visual and research aids continues to be high and noteworthy. The Office of Training will soon see its first comprehensive consolidated catalog of courses on which every component of OTR has worked hard. This document will become a basic tool throughout the Agency in planning and developing training requirements for career development and other purposes. This is the first time that the Office of Training will have had a comprehensive catalog of all the courses it offers.

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17. During this past year, the Office of Training has placed 99 Junior Office Trainees into the JOT Program, ~~24~~ 24 of which are currently on military duty. We have increased our knowledge about the JOT's as individuals, the quality of their performances, and we have developed closer liaison with their supervisors. JOT's have been capable of outstanding performances. One received the Patterson Award for being the outstanding OCS graduate of 1953. Three were distinguished graduates in their respective OCS classes. Two have become aides to generals, one of whom serves with the Military Advisory Group to the Security Council, UN, one has been appointed consultant to the Director of Training and, finally, the number of demands within the Agency for JOT's far exceeds the supply.

18. Our most pressing problem has always been the development of training requirements within the Agency on a sufficiently long range basis so that OTR could plan the development of courses of instruction, acquire sufficient numbers of operationally experienced personnel who were also qualified as instructors to offer the training, and then, to gain access to the individuals to be trained in these various fields. It now seems that we are also making progress in this field. We have developed a system of planning training requirements which, while it was ~~decided~~ ^{designed} with the clandestine services general plan in mind, is applicable to career development planning or for normal operations of the Agency. The concepts of this planning system are sound and if we succeed in getting it accepted and used within the Agency, ~~the~~ it will ease our problem in developing our ~~the~~ budget, improving our training facilities, and enable us to state with more definition and clarity our own manpower requirements. Concurrently, with the

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development of the planning system, we have received agreement from DD/P that the existing training standards for the clandestine services will be revised upwards so that DD/P personnel may be adequately trained for the duty assignments they are expecting to fill.

There is growing recognition within the Agency that the role of the Director of Training vis-a-vis the Director of Central Intelligence is expanding. The Director of Central Intelligence now looks upon the Director of Training ~~xxx~~ as his advisor on all training matters within the Agency. The Office of Training has been recently called upon by other components of the Agency to provide direct support to training activities at many overseas installations. We have approval and ⁱⁿ ~~xxx~~ principle for exercising staff responsibilities for Agency training programs that are directed by others. These increased demands for our support and services are gratifying and provide opportunities for our people to get overseas experience which will accrue benefits ~~in~~ not only to the Agency but also to the Office of Training as well. I will take every opportunity to permit our qualified instructional and professional personnel to assist other components of the Agency on such temporary overseas assignments.

Not the least significant ^{accomplishment} ~~benefit~~ in this past year, has been the inauguration of the Office of Training Golf Tournament and I hope to see the names of many future champions on the OTR golf trophy.

VI. What Others Have Said About the Office of Training.

I would now like to take this opportunity to read to you some of the letters which I have received about our work.

(Read from letters of the Chiefs of Major Components)

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